BY ORDER OF THE COMMANDER
UNITED STATES AIR FORCES IN
EUROPE (USAFE)

UNITED STATES AIR FORCES IN EUROPE
INSTRUCTION 10-501

29 JANUARY 2015

Operations

DEVELOPMENT AND IMPLEMENTATION
OF PROGRAMMING PLANS AND
PROGRAMMING MESSAGES

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 10-5, *Basing*. It describes the United States Air Forces in Europe and Air Forces Africa (USAFE-AFAFRICA) management structure used to develop and implement projects in response to significant changes in scheduled force structure, weapons, systems, personnel, facilities, or materiel within the command. This instruction prescribes procedures and responsibilities for: creating a Site Action Task Force (SATAF), developing Programming Plans (PPlans) and supporting plans, conducting SATAF conferences and producing summary reports, and executing SATAF actions. It applies to HQ USAFE-AFAFRICA staff agencies, geographically separated units (GSU), units assigned to USAFE-AFAFRICA, and non-USAFE units who serve as offices of primary responsibility (OPR) for USAFE-AFAFRICA SATAF actions. It does not apply to Air Force Reserve Command (AFRC) or Air National Guard (ANG) units. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records,* 1 Mar 2008 and disposed of in accordance with the Air Force Records Disposition Schedule (RDS). See Attachment 1 for a glossary of references and supporting information.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. Primary changes include changing Project Task Force (PROTAF) to Site Action Task Force (SATAF) to be consistent with terminology used in basic AFIs. Changes were made to update processes currently used by USAFE-AFAFRICA to develop and implement projects in response to significant changes in scheduled force structure. Significantly more detail was provided on PPlans and associated processes.

Chapter 1

DEFINITIONS

1.1. Programming Plan (PPlan). A directive, coordinated document, consisting of a Basic Plan and supporting functional staff annexes, which defines the actions required, and outlines the responsibilities for achieving a given program objective. The primary types of actions for which PPlans are developed include: unit activations, inactivations and deactivations; realignments involving the physical move of people or assets; base closures; beddown of weapons systems; unit conversions from one weapons system to another; beddown and/or integration of specialized systems or unique organizational constructs; and increases or decreases in a unit's Primary Aircraft Inventory (PAI). The gaining MAJCOM is responsible for writing each PPlan.

1.2. Programming Message (PMsg). A PMsg may be used in lieu of a PPlan when less comprehensive documentation will suffice to implement a program objective. For example, a PMsg is often utilized when limited cross-functional involvement is required to execute the action. A PMsg may also be used as an interim measure to establish the overall goal and provide basic guidance pertaining to a major program action while more comprehensive documentation is being developed.   This is the method of choice when planning time is limited.

1.3. Documented Approval Authority. PPlans/PMsgs require documented approval authority. Following are the primary vehicles accepted as documented approval authority for developing a PPlan or a PMsg.

1.3.1. **Program Change Request (PCR).** A PCR is a tool, submitted by a MAJCOM or the Air Staff, which is used to initiate proposed out-of-cycle changes to programs contained in the President's Budget (PB). Air Force program actions are authorized by the PB. Formulation of the PB is a cyclical process. HQ USAFE-AFAFRICA/A8X is the command OPR for most PCRs. However, depending on subject matter, other USAFE-AFAFRICA staff agencies may have occasion to develop PCRs. See AFI 16-501, *Control and Documentation of Air Force Programs*, for additional guidance.

1.3.2. **Program Action Directive (PAD).** PADs are generated at the Air Staff level and are used to direct MAJCOM development of PPlans for program actions already in the PB or which are to be worked into the PB through standard processes. In some instances, a MAJCOM may request authority to write a PAD or be directed to write a PAD by Air Staff, but this is the exception rather than the rule. See AFI 10-501, *Program Action Directives and Programming Plans*, for further guidance regarding PADs.

1.3.3. **Base Realignment and Closure (BRAC).** Congress has conducted five rounds of BRACs to assess and recommend closure and realignment of military installations. The most recent commission was established in 2005. MAJCOMs develop PPlans to implement approved BRAC actions.

1.3.4. **Overseas Force Structure Change (OFSC)/Host Nation Notification (HNN).** The introduction, change, or removal of assigned overseas forces and other changes with national-level policy significance as determined by OUSD(P). In all cases, the Secretary of Defense must approve each OFSC. An overseas force is one that is outside the continental United States (OCONUS), Alaska, Hawaii, and U.S. territories; and consists of an aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof. Other

changes that do not affect force assignment will normally be addressed in the unit deployment program or deployment order process. No commitment of Air Force resources, construction, or movement of personnel and/or equipment may occur at an overseas installation prior to OFSC approval by the Secretary of Defense and completion of Host Nation Notification by the Combatant Command in coordination with Department of State.

1.4. Site Survey. An on-site action team with representation from applicable USAFE-AFAFRICA staff elements applies an objective approach to determining facility requirements and estimated associated costs to implement a program change at a given installation/location. The Site Survey may be used as a tool in the decision-making process for a proposed program change, or may be conducted to facilitate planning for a determined program change. The HQ USAFE-AFAFRICA office of primary responsibility for Site Surveys is HQ USAFE-AFAFRICA/A8ZB.

1.5. Description of Proposed Action and Alternatives (DOPAA). Air Force Form 813, *Request for Environmental Impact Analysis*, initiates the required analytical assessment of environmental impacts associated with proposed program actions as mandated by the National Environmental Policy Act of 1969 (Public Law 91-190). Air Force Form 813 contains two main elements: the purpose and need for the action and the DOPAA. AF Form 813 identifies the need for the proposed action, defines the scope of the action, discusses reasonable alternatives, and helps in determining the appropriate level of environmental analysis required. The HQ USAFE-AFAFRICA focal point for DOPAA development associated with force structure and organizational changes is HQ USAFE-AFAFRICA/A7N.

1.6. Site Action Task Force (SATAF) / Project Task Force (PROTAF).

1.6.1. The SATAF process provides periodic, on-scene assistance to unit-level agencies to accomplish a program objective. It employs appropriate members of the HQ USAFE-AFAFRICA and/or supporting command staffs. The SATAF structure is comprised of headquarters team members and representation from the affected unit(s), who are organized into functional working groups. Each working group has an assigned chairperson, who functions under the auspices of the SATAF Team Chief. The gaining MAJCOM is the lead for each SATAF. (Note: SATAF and PROTAF are equivalent terms and can be used interchangeably).

1.6.2. A SATAF may be convened to support bringing a program, system, equipment and/or site to operational readiness. SATAFs are also conducted to facilitate unit activations, inactivations, deactivations, relocations, and conversions from one weapon system to another. Additionally, SATAFs are conducted for USAFE-AFAFRICA actions directed by BRAC. SATAFs for other types of actions occasionally occur, and are negotiated on a case-by-case basis.

1.6.3. Whenever possible, documentation resulting from the SATAF process is incorporated into its respective PPlan. The documentation is comprised of minutes for each functional working group, action items identified by each working group, and an executive summary.

1.6.4. Utilizing Risk Management concepts, guidelines and tools found in AFI 90-802, *Risk Management*, and AFPAM90-803, *Risk Management (RM) Guidelines and Tools*, each action item and functional area is graded according to the following program assessment criteria: GREEN – program or action on track; objective and timing attainable; YELLOW – high-risk

workarounds and/or insufficient information available for program assessment; RED – program or action objective will not be attained and/or prescribed timelines will not be met.

1.7. Office of Primary Responsibility (OPR). A designated staff office or field-level agency that is responsible for a particular aspect of a PPlan or PMsg (i.e., functional annex OPR, action item OPR, milestone OPR, etc.). The gaining MAJCOM serves as lead command for beddown actions (SATAFs, PPlans, etc.).

1.8. Office of Collateral Responsibility (OCR). A designated staff office or field-level agency whose input is required to facilitate an OPR's accomplishment of a particular PPlan or PMsg related responsibility.

1.9. Project Task Force (PROTAF). See Site Activation Task Force.

1.10. Proponent. A proponent is the USAFE-AFAFRICA staff agency that has overarching responsibility for a particular Air Force program and/or weapons system.

1.11. PPlan Manager. A PPlan Manager is the individual appointed by HQ USAFE-AFAFRICA/A8Z to provide "cradle-to-grave" administrative oversight for a program action that requires a PPlan or PMsg. See **Roles and Responsibilities** for the specific duties of a PPlan Manager.

1.12. Functional Area Manager. A Functional Area Manager is the focal point within an HQ USAFE-AFAFRICA staff agency tasked to provide key input to and/or track a PPlan or PMsg for that respective functional area.

1.13. Working Group Chairperson. Normally, a Functional Area Manager who is appointed to oversee the team of Functional Area Managers within a respective Working Group (see Attachment 2). See **Roles and Responsibilities** for information pertaining to the specific duties of Working Group Chairperson.

1.14. Unit Program Manager. Individual appointed by the unit commander to serve as the unit-level point of contact for implementation of a PPlan/PMsg. Specific duties of the Unit Program Manager will be spelled out in the applicable PPlan/PMsg.

1.15. Milestones. Key events identified in the PPlan/PMsg which are essential to accomplishment of the programmed objective as scheduled.

1.16. Action Items. Actions which must be initiated and completed at a specific time to support PPlan implementation. Action items which are critical to a particular milestone or milestones are identified as such within each PPlan.

1.17. Critical Action. Action that must be completed/closed to achieve an associated milestone.

1.18. Mandatory Advance Treaty Notification. The United States Government (USG) is obligated under the Conventional Armed Forces in Europe (CFE) Treaty, to provide a mandatory 42 day advance notification for organizational force structure changes (includes changes to units names, location, etc.); increases/decreases of permanently assigned personnel and changes in the number of assigned/temporary weapons and equipment systems (combat aircraft and helicopters) located within or operating from territories in the USEUCOM AOR. No organizational force structure changes can occur until the USG has provided the 42 days advance notification to the other treaty signatory nations.

Chapter 2

POLICY

2.1. Programming Plan Authority.

2.1.1. The HQ USAFE-AFAFRICA Director of Plans, Programs, and Analyses (HQ USAFE-AFAFRICA/A5/8/9) is the primary approval and release authority for USAFE-AFAFRICA Programming Plans (PPlans) and Programming Messages (PMsgs). In appropriate situations, such as small actions that affect a single functional area, this authority may be delegated to another HQ USAFE-AFAFRICA directorate.

2.1.2. The PPlan/PMsg function resides within the Basing & Forces Division (HQ USAFE-AFAFRICA/A8Z). When a PPlan/PMsg requirement arises, HQ USAFE-AFAFRICA/A8Z will assign a PPlan/PMsg control number, establish the appropriate vehicle (PPlan or PMsg), and develop the finalized product. See Roles and Responsibilities for further details.

2.1.2.1. As the command focal point for PPlans/PMsgs, HQ USAFE-AFAFRICA/A8Z is responsible for managing the associated SATAF process. See Roles and Responsibilities for further details.

2.1.2.2. HQ USAFE-AFAFRICA/A8ZB is responsible for monitoring the implementation status of USAFE-AFAFRICA PPlans/PMsgs.

2.2. Requests for PPlan/PMsg Development.

2.2.1. It is important to note that the PPlan is only one element in the overall planning process.

2.2.2. Official requests for PPlan/PMsg development will be submitted via memo to HQ USAFE-AFAFRICA/A8Z requesting a review of the program action for determination of PPlan and related requirements. This should be done with as much lead time as possible, as the time required to complete the entire planning process can take up to two years depending on the complexity of the plan. A8Z will assign a PPlan Manager to provide "cradle-to-grave" oversight of the program action.

2.3. Command Relationship. USAFE-AFAFRICA PPlans/PMsgs are directive to the HQ USAFE-AFAFRICA staff, agencies subordinate to this headquarters, and USAFE-AFAFRICA units. USAFE-AFAFRICA PPlans/PMsgs will not task higher-echelon or non-USAFE-AFAFRICA agencies.

2.4. Unit PPlans and NAF PPlans. USAFE-AFAFRICA units/NAFs may develop plans or supplements whenever the need to manage programming actions of any type at the unit/NAF level exists. Guidance/tasking contained in unit/NAF plans/supplements will neither supersede nor contradict the guidance/tasking contained in any HQ USAFE-AFAFRICA PPlan. Unit/NAF PPlans will not task higher-echelon agencies or non-USAFE-AFAFRICA agencies. PPlan samples and templates, and sample PMsgs, can be obtained by contacting HQ USAFE-AFAFRICA/A8Z.

2.5. Joint Command PPlans.

2.5.1. When a program action requires a joint-command PPlan/PMsg, tasking of agencies belonging to the other affected command is at the discretion of that command. USAFE-AFAFRICA will task its own agencies.

2.5.2. When USAFE-AFAFRICA is the lead command for a joint command PPlan/PMsg, all guidance contained in this instruction will apply. When another command has the lead, guidance contained in that command's respective governing publication will apply. In all cases, actions for which USAFE-AFAFRICA is responsible will be tracked by USAFE-AFAFRICA/A8Z.

2.5.3. Normally, when assets are to be transferred from one command to another, and a PPlan is required, the gaining command will serve as the lead command for PPlan development.

2.6. Staff Support of USAFE-AFAFRICA PPlans/PMsgs.

2.6.1. PPlan Functional OPRs.

2.6.1.1. Applicable staff agencies will be designated as the OPR for PPlans/PMsgs within their functional area. These agencies will provide a point of contact to serve as the Functional Area Manager for PPlan/PMsg tasking requirements. Specific Functional Area Manager responsibilities are outlined in **Roles and Responsibilities.**

2.6.1.2. Overarching responsibility for reporting on the status of PPlan/PMsg milestones and action items levied against HQ USAFE-AFAFRICA staff agencies rests with the designated OPR for PPlans within each functional area, through the assigned Functional Area Manager for each PPlan/PMsg. Thus, PPlan functional OPRs will ensure the establishment of internal administrative procedures to support the reporting process within their directorate. HQ USAFE-AFAFRICA/A8Z will provide guidance, as necessary, to support this policy.

2.7. PPlan/PMsg Development Process.

2.7.1. PPlans/PMsgs are developed to support the implementation of a variety of program actions. Each action must be approved by appropriate authority, and the approval must be documented. "Appropriate" approval authority could be a Program Change Request (PCR), Program Action Directive (PAD), Base Realignment and Closure (BRAC)-direction, or an Overseas Force Structure Change (OFSC) approval. In some cases none of the four standard approval authority elements are applicable. In such instances, documented MAJCOM/CC or higher-echelon approval of the proposed action must be issued before a PPlan or PMsg may be implemented.

2.7.2. Development of the PPlan or PMsg is only one element in the overall planning process. The following information is provided to facilitate an understanding of where the PPlan/PMsg fits into the process and the importance of initiating the process in a timely manner.

2.7.2.1. Step 1: Site Survey. The process for many program actions actually begins with a Site Survey. HQ USAFE-AFAFRICA/A8Z determines if a Site Survey is needed. If so, it generally takes one to two months to prepare for and complete the survey. Note: Site surveys are considered "pre-decisional," therefore documentation from all site surveys will be classified CONFIDENTIAL or higher, in accordance with CJCSI 2300.02G.

2.7.2.2. Step 2: Environmental Impact Analysis Process (EIAP). The EIAP begins with the generation of a Description of Proposed Action and Alternatives (DOPAA). Although the DOPAA can generally be completed within a month or two, completion of the associated EIAP can take anywhere from six months to two years, depending on the program action. Early identification of program action requirements is highly recommended, not only to facilitate the EIAP, but also for programming out-year funding requirements. Additionally, it is highly recommended to start to coordinate with AFCEC as early as pre-SATAF in order to maximize the efficiency of the EIAP process and ensure that the EIAP only addresses necessary elements. Note: Although a PPlan or PMsg can be initiated or published prior to completion of the EIAP, and some supporting actions can be accomplished, no irreversible actions can take place until the EIAP is complete (no movement of assets; i.e., people, aircraft, etc.).

2.7.2.3. Step 3: Ammunition and Explosives (AE) Site Plans. Department of Defense Explosives Safety Board approved site plans may be required for locations where AE operations occur. Obtaining approved site plans may take anywhere from one month to two years, depending on site specific requirements? Early identification of AE requirements will ensure approved site plans exist prior to programmed actions.

2.7.2.4. Step 4: Mandatory Advance Treaty Notification. The HQ USAFE-AFAFRICA/A1 and the other originating Air Force MAJCOM, FOA, DRU Manpower Directorates (or equivalent) will coordinate all force structure change requests impacting their units located in the USEUCOM AOR with the HQ USAFE-AFAFRICA/A8XA, Arms Control Branch, NLT 90 days prior to the desired change effective date to determine potential treaty impacts.

2.7.2.5. Step 5: Program Change Request (PCR) (If Applicable). If a force structure program action is not already included in the President's Budget or being worked into the budget through the standard programming process, a PCR must be generated. It can take as long as six months, or more in some cases, to draft, coordinate, and obtain approval of a PCR. PPlan/PMsg development can begin prior to PCR approval, but no irreversible actions may be taken until approval is granted. HQ USAFE-AFAFRICA/A8X is the command OPR for most PCRs. However, depending on subject matter, other USAFE-AFAFRICA staff agencies may have occasion to develop PCRs. Refer to AFI 16-501, *Control and Documentation of Air Force Programs,* for additional guidance.

2.7.2.6. Step 6: Air Force Strategic Basing System (AFSBS) (If Applicable). If the proposal meets the criteria outlined in AFI 10-503, *Strategic Basing,* and AFI 10-504, *Overseas Force Structure Changes (OFSC) and Host Nation Notification (HNN),* the proposal enters the AFSBS. A combined OFSC/HNN request must be submitted through HAF/A8PB and USEUCOM for Secretary of Defense approval in accordance with CJCSI 2300.02G, *Coordination of Overseas Force Structure Changes and Host-Nation Notification.* This is approximately a 6 month process from the time the request is submitted to HAF. Until OFSC approval and completion of HNN, all documentation pertaining to the proposal will be classified CONFIDENTIAL or higher.

2.7.2.7. Step 7: Site Action Task Force (SATAF). HQ USAFE-AFAFRICA/A8Z will determine if a SATAF is needed. Documentation from the SATAF will be incorporated into its respective PPlan. It generally takes anywhere from one to four months to

complete the combined PPlan/SATAF portion of the planning process and to publish the documentation.

2.7.2.8. Step 8: Complete the basic PPlan or PMsg. Once approval authority has been confirmed and steps 1-5 above have been initiated, HQ USAFE-AFAFRICA/A8Z will compile and staff the basic PPlan/PMsg. If an OFSC/HNN is required, PPlan development can begin while awaiting SECDEF approval, but must remain classified CONFIDENTIAL until HNN and official de-classification actions are complete.

2.8. Signatures on PPlans. The PPlan will be staffed through HQ USAFE-AFAFRICA and affected operational units and agencies. The HQ USAFE-AFAFRICA Director of Plans, Programs and Analyses (HQ USAFE-AFAFRICA A5/8/9) is the approval authority, and will sign the final PPlan.

2.9. Electronic Publication of PPlans. HQ USAFE-AFAFRICA/A8Z policy is to publish PPlans/PMsgs electronically. Once the PPlan or PMsg has been posted to the USAFE-AFAFRICA A5/8/9 web page, A8Z will issue a notice to all intended recipients to announce publication.

2.9.1. PPlans/PMsgs which are UNCLASSIFIED or FOR OFFICIAL USE ONLY (FOUO) will be posted on the USAFE-AFAFRICA A5/8/9 web page at the following address: **https://ice.usafe.af.mil/sites/A5_8/A8Z/Active%20PPlans/Forms/AllItems.aspx**   and emailed to key POCs.

2.10. Compliance with Instruction. PPlans/PMsgs published prior to publication of this instruction will not be revised solely to comply with these provisions. New PPlans/PMsgs, or those undergoing a revision to reflect a SATAF, will comply with the provisions of this instruction.

Chapter 3

ROLES AND RESPONSIBILITIES

3.1. HQ USAFE-AFAFRICA/A8ZB Support for PPlan/PMsg Development. Program action proponents should assign a Program Manager to initiate the planning process. Once the action has been tasked to HQ USAFE-AFAFRICA/A8Z, A8Z will:

3.1.1. Assign a PPlan Manager.

3.1.2. Validate the PPlan/PMsg requirement, including supporting requirements (Site Survey, DOPAA, and SATAF).

3.1.3. Develop and submit OFSC/HNN request and comply with AFSBS.

3.1.4. Conduct a Site Survey, if applicable.

3.1.5. Determine whether a PPlan or PMsg is appropriate, and whether a SATAF is required.

3.1.6. Coordinate with designated USAFE-AFAFRICA PPlan functional OPRs to generate PPlan/PMsg inputs (with emphasis on developing and finalizing program milestones), and, initiate development of supporting functional staff annexes. Ensure functional OPRs are provided with annex format/content templates, as needed.

3.1.7. Set and track the suspense for staff inputs to the PPlan/PMsg.

3.1.8. Consolidate and review all PPlan/PMsg inputs, correcting discrepancies as necessary.

3.1.9. Incorporate SATAF documentation, if applicable.

3.1.10. Obtain HQ USAFE-AFAFRICA A5/8/9 approval to publish the final product and notify affected agencies of publication when the PPlan/PMsg has been posted to the electronic PPlan library.

3.2. SATAF Team Chief Responsibilities. The SATAF Team Chief will:

3.2.1. Coordinate with the SATAF host base regarding proposed SATAF dates. This will generally be accomplished by contacting HQ USAFE-AFAFRICA/IG who in turn notifies the Wing at the host base via Gatekeeper Request.

3.2.2. Determine the necessary working groups, and have each applicable directorate appoint a Working Group Chairperson and functional representatives (task via HQ USAFE-AFAFRICA/CS) for each group. Security clearances should be requested for classified SATAFs.

3.2.3. Issue a formal SATAF announcement message to the host base. The message should specify the purpose of the SATAF and confirm the SATAF dates and agenda. Additionally, the message should request identification of a unit POC and state the host base support requirements, which generally include providing a location for the in-brief/out-brief, and daily integration meetings, as well as a facility for working groups to convene each day. The in-brief/out-brief location should have computerized overhead projection capability. NIPR and/or SIPR internet-capable computers should be requested for the duration of the conference. Additionally, DSN telephone availability and a laser printer copier capable of producing a high-quality product are required to support the conference. Once the unit POC

has been appointed; confirm these details and coordinate the conference agenda, and offer a courtesy meeting with the wing commander prior to the SATAF in-brief, if appropriate.

3.2.4. Conduct pre-SATAF Integrated Process Team (IPT) meetings with the USAFE-AFAFRICA staff working group members to review the agenda and working group responsibilities. Ensure all travel and billeting arrangements have been completed.

3.2.5. Prepare the SATAF in-brief presentation.

3.2.6. Meet with the wing commander during the previously coordinated time frame, if applicable.

3.2.7. Conduct the in-brief.

3.2.8. Coordinate among all working groups to provide oversight and guidance, and to ensure smooth flow of business.

3.2.9. Conduct a daily integration meeting to discuss key working group issues and assess SATAF progress.

3.2.10. Review working group minutes and action items, write a SATAF Executive Summary, and oversee compilation of the final SATAF report. Ensure the SATAF action items are complete, accurate, and properly coordinated so that they align under the appropriate functional area and there is no duplication.

3.2.11. Prepare and present the SATAF out-brief.

3.2.12. Submit the SATAF report to the Chief, Bases and Forces Branch (A8Z) for final review, as soon as possible following the end of the SATAF.

3.3. HQ USAFE-AFAFRICA/A8Z Support for SATAFs. HQ USAFE-AFAFRICA/A8Z will:

3.3.1. Designate an individual who is appropriately versed in the respective program to serve as the SATAF Team Chief (usually the designated PPlan Manager).

3.3.2. Generate a SATAF announcement message detailing required unit support and request that USAFE-AFAFRICA/CS task appropriate staff to participate in the SATAF.

3.3.3. Provide each Working Group Chairperson with a copy of the draft PPlan or PMsg and other materials required for the Chairperson to perform their duties during the SATAF.

3.4. Working Group Chairperson Responsibilities for SATAFs.

3.4.1. Enlist representation from the other agencies within the functional area, as applicable, to serve as members of the working group, and provide a consolidated list to HQ USAFE-AFAFRICA/A8Z by the associated suspense date.

3.4.2. Ensure working group members make travel and billeting arrangements. Attend the pre-SATAF IPT meetings hosted by the SATAF Team Chief and encourage maximum participation by all working group members.

3.4.3. Lead the respective working group during the SATAF, and ensure thorough documentation of the issues discussed/action items identified by the group.

3.4.4. Ensure the action items are tracked and validate the data for accuracy and completeness.

3.4.5. Ensure that an action item tasking requiring an OCR is coordinated through the respective Working Group Chairperson for the OCR's area.

3.4.6. If a working group member identifies an action item with an OPR in another functional area, ensure the item is submitted to the appropriate Working Group Chairperson for that area.

3.4.7. Ensure the working group includes appropriate unit personnel in all discussions.

3.4.8. Facilitate the flow of crosstalk with other working groups on issues involving other functional areas.

3.4.9. Attend the in-brief/out-brief, and all integration meetings. Be prepared to discuss the group's progress and pertinent issues.

3.4.10. Write working group minutes using the shell templates provided by HQ USAFE-AFAFRICA/A8Z.

3.4.11. Provide a paragraph for inclusion in the SATAF Executive Summary, and provide a synopsis for the out-brief, as requested by the SATAF Team Chief.

3.5. PPlan Manager Responsibilities for PPlan/PMsg Development. The PPlan Manager will:

3.5.1. Ensure applicable preliminary steps in the planning process have been accomplished as outlined in Chapter 2 of this instruction prior to initiating PPlan/PMsg development.

3.5.2. Act as liaison between the unit Program Manager and HQ USAFE-AFAFRICA/A8ZB to ensure all information required to draft the PPlan/PMsg is made available, and that the information is provided in a timely manner.

3.5.3. If applicable, serve as the SATAF Team Chief.

3.5.4. Review the PPlan/PMsg and provide any recommended revisions.

3.6. Functional Area Manager Responsibilities for PPlan/PMsg Development. Functional Area Managers will:

3.6.1. Provide input to the draft Basic PPlan/PMsg (with emphasis on program milestones) and develop supporting functional staff annexes and action items.

3.6.2. Ensure coordination among applicable three-letter staff agencies within the respective functional area prior to submission of PPlan/PMsg inputs.

3.6.3. Ensure coordination with other USAFE-AFAFRICA staff agencies and with counterparts in non-USAFE-AFAFRICA agencies when those agencies are affected by the input. Coordination of functional annexes with subordinate elements is not required.

3.6.4. Ensure annex OPRs obtain Director-level signature during two-digit coordination. Provide required input to HQ USAFE-AFAFRICA/A8ZB in accordance with established suspense dates.

3.7. PPlan Manager Responsibilities for PPlan/PMsg Implementation. Once a PPlan/PMsg is published (with its related SATAF documentation, if applicable), the PPlan Manager will:

3.7.1. Report on the status of progress towards meeting the PPlan/PMsg objectives.

3.7.2. Proactively review the PPlan/PMsg program milestones and action items and coordinate with the appropriate Functional Area Manager(s) to ensure the applicable OPR(s) are resolving items assessed as "Red" or "Yellow".

3.8. Functional Area Manager Responsibilities for PPlan/PMsg Implementation. Once a PPlan/PMsg has been published, the assigned Functional Area Managers will:

3.8.1. Oversee the accomplishment of HQ USAFE-AFAFRICA milestones and action items within the respective functional area.

3.8.2. Provide progress reports in accordance with all applicable provisions of this instruction, and as directed by the PPlan or the reporting guidance set forth in the PMsg.

3.8.3. Monitor the status of action items within the respective functional area and provide assistance to affected units as required.

3.8.4. Monitor the adequacy and currency of the respective functional area annex, and submit required revisions to HQ USAFE-AFAFRICA/A8Z.

3.9. Changes to PPlans/PMsgs. Changes to directed program actions necessitate a change to their respective PPlan/PMsg.   Changes to PPlans/PMsgs are also required to reflect documentation from follow-on SATAFs. HQ USAFE-AFAFRICA/A8Z will post all changes to PPlans/PMsgs on the A8Z home page. Note that changes in the status of program milestones and action items updates do not constitute changes to the PPlan/PMsg.

3.10. Closure of PPlans/PMsgs. When all program milestones associated with a PPlan/PMsg are complete, HQ USAFE-AFAFRICA/A8Z will issue an official "notification of closure" to all recipients of the original document.

MARK D. CAMERER, Brigadier General, USAF
Director of Plans, Programs and Analyses

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DoD 5200.1-R, *Information Security Program,* Current Copy

AFPD 10-5, *Basing,* 14 Nov 2013

AFPD 16-2, *Disclosure of Military Information to Foreign Governments and International Organizations,* 10 Sep 1993

AFI10-501, *Program Action Directives (PAD) and Programming Plans (PPLAN),* 5 Jan 1994

AFI 10-503*, Base Unit Beddown Program,* 27 Sep 2010

AFI 10-504, *Overseas Basing Realignments,* 21 Oct 2011

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Abbreviations and Acronyms

AFI—Air Force Instruction

AFPD—Air Force Policy Directive

AFSBS—Air Force Strategic Basing System

APPN—Congressional appropriation

BRAC—Basing Realignment And Closure

CE—Cost Element

CSA—Comparable Staff Agency

CY—Current Year

DOPAA—Description of Programmed Action and Alternatives

EIAP—Environmental Impact Analysis Process

FY—Fiscal Year

GSU—Geographically Separated Unit

HAF—Headquarters United States Air Force

HNN—Host Nation Notification

HQ USAF—Headquarters United States Air Force

IPT—Integrated Product Team

LN—Local National

MAJCOM—Major Command

NAF—Numbered Air Force

OFSC—Overseas Force Structure Change

OCR—Office of Collateral Responsibility

OPR—Office of Primary Responsibility

PAD—Program Action Directive

PB—President's Budget

PCR—Program Change Request

PE—Program Element

POC—Point of Contact

PMsg—Programming Message

PROTAF—Project Task Force (equivalent to SATAF)

PPLAN—Programming Plan

PROTAF—Project Task Force (term no longer used)

QC—Quality Control

SATAF—Site Action Task Force

SCG—Security Classification Guide

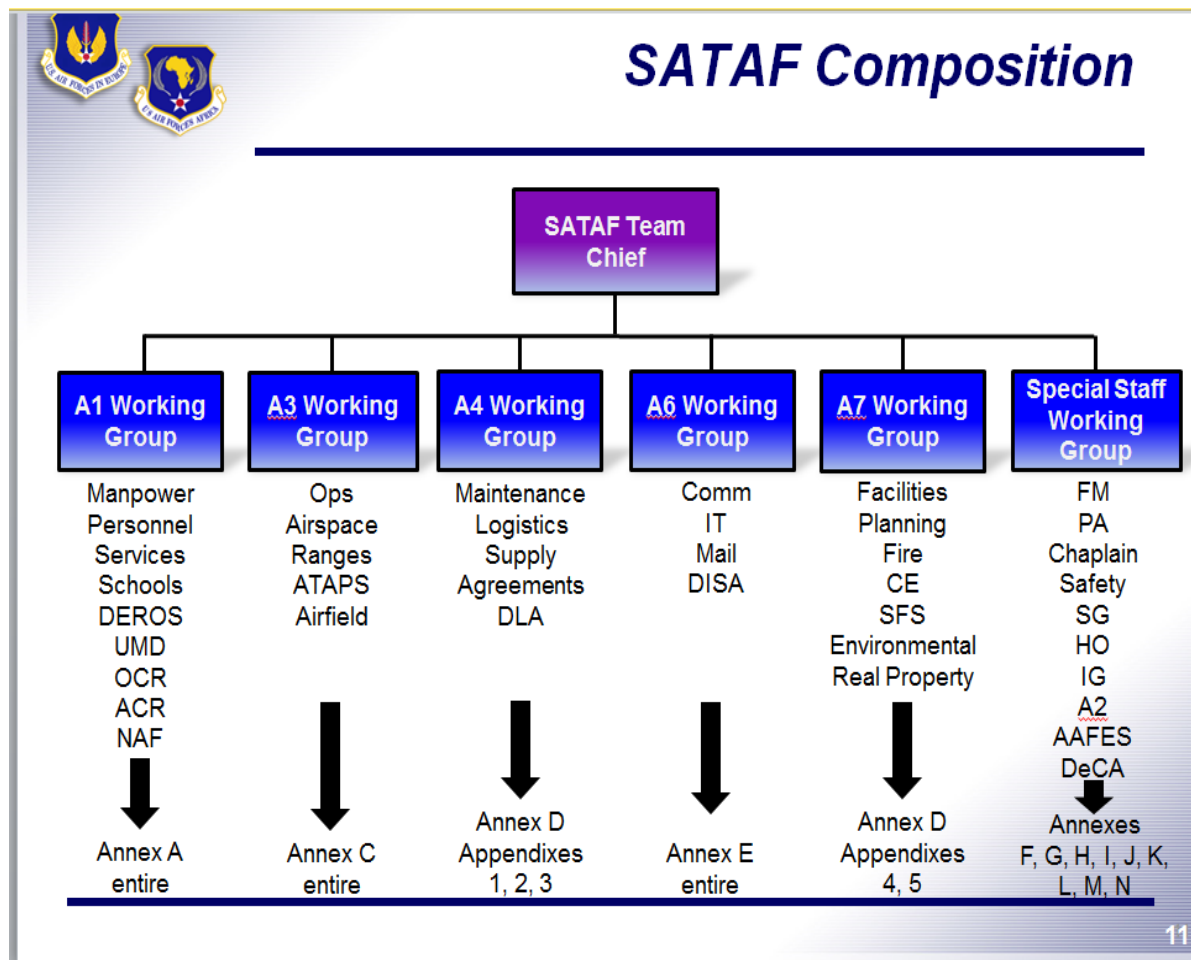**USAFE-AFAFRICA**—United States Air Forces in Europe and Air Forces Africa

COMUSAFE—Commander United States Air Forces in Europe and Air Forces Africa

USAFE-AFAFRICA/CV—Vice Commander United States Air Forces in Europe and Air Forces Africa

Attachment 2

SATAF COMPOSITION

Figure A2.1. SATAF Composition

Attachment 3

PROGRAMMING PLAN (PPLAN) CONTENTS

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CLASSIFICATION GUIDANCE AND FOREIGN DISCLOSURE

POC LIST

BASIC PLAN

ANNEX A - MANPOWER, PERSONNEL, AND SERVICES (A1)

ANNEX B - INTELLIGENCE (A2)

ANNEX C - AIR AND SPACE OPERATIONS (A3)

ANNEX D - LOGISTICS, INSTALLATIONS AND MISSION SUPPORT (A4/7)

ANNEX E - COMMUNICATIONS (A6)

ANNEX F - COMPTROLLER (FM)

ANNEX G - CHAPLAIN (HC)

ANNEX H - JUDGE ADVOCATE (JA)

ANNEX I - PUBLIC AFFAIRS (PA)

ANNEX J - SAFETY (SE)

ANNEX K - SURGEON GENERAL (SG)

ANNEX L - HISTORIAN (HO)

ANNEX M - INSPECTOR GENERAL (IG)

ANNEX N - INFORMATION PROTECTION (IP)

Attachment 4

SAMPLE FORMAT FOR BASIC PLAN

Figure A4.1. Basic Plan

UNCLASSIFIED

USAFE PROGRAMMING PLAN 5124-13
USAFE Battlefield Weather Realignment

BASIC PLAN

1. **USAFE PROGRAMMING PLAN 5124-13.**

2. **SUBJECT: USAFE Battlefield Weather Realignment.**

3. **PURPOSE**

   3.1. This Programming Plan directs the necessary actions to relocate and/or deactivate elements of the 7th Weather Squadron in alignment with USAREUR's transformation order.

   3.2. The following actions are necessary to meet the end state realignment:

   3.2.1. Relocate 7 WS Headquarters from Heidelberg AIN to Clay Kaserne beginning on 31 Mar 2013 and ending no later than 30 Sep 2013.

   3.2.2 Inactivate 7 WS, OL-A, Coleman Barracks not later than 1 Jul 2013.

   3.2.3. Combine all 7 WS Clay Kaserne organizations under 7 WS HQ NLT 1 Jul 2013.

   3.2.3.1. Move manpower positions from Det 1, 7 WS to 7 WS HQ. Inactivate Det 1, 7 WS, Clay Kasserne, not later than 1 Jul 2013.

4. **GUIDANCE / REFERENCE / ETC.**

   4.1. This document assigns specific areas of responsibility to USAFE forces and associated actions to support the future use of USAFE resources. Following approval and publishing, it becomes directive upon all affected units and serves as a baseline for the development and publication of more definitive unit-level plans. The office of primary responsibility for development and publication of this document is HQ USAFE/A8Z, Ramstein AB, Germany, APO AE 09094-0145, DSN 314-480-6899. Recommended changes should be submitted through the appropriate functional OPR to HQ USAFE/A8Z for publication.

5. **ANALYSIS OF PROJECT.**

   5.1. Assumptions.

   5.1.1. Funds will be made available to accomplish this plan.

   5.1.2. Requirements/dollars to complete movement of personnel and equipment will be coordinated with the losing and gaining units.

   5.1.3. Coordination details to include equipment disposition will be decided between gaining and losing units with input from associated MAJCOMs.

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USAFE PROGRAMMING PLAN 5124-13
USAFE Battlefield Weather Realignment

5.2. Criteria.

5.2.1. Actions will be planned/implemented in the most cost-effective manner consistent with guidance provided by HQ USAFE and applicable Air Force instructions.

5.2.2. Responsibility for public affairs actions pertaining to this plan rests with HQ USAFE/PA in coordination with 435 AGOW.

5.2.3. The transfer of facilities, equipment and personnel shall be accomplished with minimal disruption to ongoing activities.

6. PLANNED COURSES OF ACTION

6.1. Milestones. The following is a brief outline of major milestone dates necessary to attain consolidation objectives. Detailed supporting actions and tasks are contained in the appropriate annexes/appendices of the PPlan.

Activity	POC	NLT DATE
Draft Basic Plan	A8Z	Completed
Draft PPlan with 3-digit annexes	ALL	Completed
Draft OCR/ACRs	4 ASOG/86 FSS	Completed
2-digit coord on PPlan	ALL	Completed
Final PPlan	ALL	11 Jan 13
Inactivation Ceremonies	4 ASOG	31 May 13

6.2. Time-phased actions supporting these milestones will be worked as PPlan action items.

7. IMPLEMENTATION REQUIRED.

7.1. Coordination. HQ USAFE/A8Z is the project executive and administrative OPR for this plan. All other concerned organizations have collateral responsibilities. A copy of all outgoing communications concerning this consolidation will be forwarded to HQ USAFE/A8Z.

7.2. HQ USAFE.

7.2.1. HQ USAFE divisions, through their project officers, will develop and maintain a current functional annex to this plan and monitor actions of subordinate commands. Project officers will report monthly progress to HQ USAFE/A8Z on outstanding PPlan action items. Actions outlined in this PPlan include only major events impacting accomplishment of required objectives. HQ USAFE divisions will review program requirements, initiate actions, resolve problems, and report actions to HQ USAFE/A8Z regardless of inclusion or absence in this PPlan.

USAFE PROGRAMMING PLAN 5124-13
USAFE Battlefield Weather Realignment

  7.3. 435 AGOW.

    7.3.1 Provide a POC to act as a focal point for all inactivation and consolidation activities.

    7.3.2. Monitor all aspects of this plan as it affects subordinate units. Continually review all actions for proper progress and advise USAFE/A8Z if further HHQ support/guidance is required.

    7.3.3. Coordinate transfer activities with gaining unit(s).

THOMAS J. SHARPY
Brigadier General, USAF
Director of Plans, Programs and Analyses

                        Attachments
                        Annex A: Personnel, Manpower and Services (A1)
                        Annex B: Intelligence (A2) (not used)
                        Annex C: Air and Space Operations (A3) (not used)
                        Annex D: Logistics, Installations & Mission Support (A4/7)
                        Annex E: Communications (A6)
                        Annex F: Comptroller (FM)
                        Annex G: Chaplain (HC)
                        Annex H: Judge Advocate (JA)
                        Annex I: Public Affairs (PA)
                        Annex J: Safety (SE) (not used)
                        Annex K: Surgeon General (SG)
                        Annex L: Historian (HO)
                        Annex M: Inspector General (IG) (not used)
                        Annex N: Information Protection (IP)

Basic Plan
USAFE Programming Plan 5124-13
OPR: HQ USAFE/A8Z
Date: 25 Jan 13

Attachment 5

SAMPLE FORMAT FOR ANNEXES

Figure A5.1. Annexes

USAFE PROGRAMMING PLAN 5118-12
PPLAN TITLE

ANNEX X
FUNCTION

1. PURPOSE.

    1.1 This annex provides ....

2. REFERENCES.

    2.1.

3. OBJECTIVES.

    3.1.

4. ASSUMPTIONS.

    4.1.

5. RESPONSIBILITIES.

    5.1. HQ USAFE/AXX maintains overall responsibility for Annex X....

6. ACTION ITEMS.

TASK ID	OPR	ACTION REQUIRED	START	COMPLETE	SUSPENSE
X-01					

7. OPR FOR THIS ANNEX. Name, Office Symbol, Phone

Appendices:
1 – xxx
2 – xxx

DWIGHT D. EISENHOWER
Brigadier General, USAF
Director of X

CLASSIFICATION
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